

*USAF APF
Civilian Appraisal
Performance Cycle*

*Supervisor and
Quality Control Review Official (QCRO)
Training Manual*



Civilian Personnel Flight
435 MSS/DPCE

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Revised: 2004

APPRAISAL CYCLE AIR FORCE ONLY

Performance Plans cover the appraisal period

1 April to 31 March

Approved appraisal/awards due to CPF

Mid May; Specific date to be published at time of appraisal cycle closeout

Effective date appraisal and award

1 Jun

Mid-year feedback is MANDATORY

Complete feedback by 31 October

- Supervisors of Air Force US employees are reminded that they are required to appraise the performance of current employees and LWOP employees.
- Questions regarding Local National appraisal cycle and awards should be directed to 435 MSS/DPCN, 480-9252.
- Questions regarding NAF employee appraisal cycle and awards should be directed to 435 SVS/HRO
- Questions regarding contract employees or other DoD agencies should be directed to their own servicing civilian personnel office.
- The attached guidance is provided to assist the supervisor and the QCRO in completing appraisal forms and award recommendations.



AF Form 860 Performance Plan

- If your employee position description is not on a Core Document, AF Form 1003, then the AF Form 860 must be used to create a performance plan. This plan will be used to rate the employee's performance.
- This form should be completed 30 days after a new employee reports for duty. Pen and ink changes may be made during the appraisal cycle or a new 860 may be accomplished up to 90 days before the close out of the annual appraisal. The supervisor retains the original and a copy is furnished to the employee.
- For in-depth information on performance plans and how to create them, go to our web site at <http://www.ramstein.af.mil/435mss/cpo>. Click on US Program Information. Access the Employee-Management Relations section and then open the Performance Management Program section. Click on Performance Plan.



AF FORM 860B

MID-YEAR FEEDBACK RATING FORM

CIVILIAN PROGRESS REVIEW WORKSHEET			
PRIVACY ACT STATEMENT			
<small>Authority: 10 U.S.C. 8013 and Executive Order 9397. Purpose: The social security number is needed to correctly identify the employee. Routine Use: None Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.</small>			
EMPLOYEE (Last Name, First, Middle Initial)	ORGANIZATION	DATE	PERIOD COVERED
<small>At least one progress review of the employee's performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. This worksheet will be used to further document this review, and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory, and is meant to facilitate communication concerning performance. The process is intended for employee development and to help the individual. The employee should be made aware that the progress review is meant to provide feedback about his/her performance that may impact the rating of record at the end of the appraisal period. Do not forward the form to the personnel flight. It is filed with the AF Form 971, and a copy given to the employee. Indicate by use of an "X" the employee's performance at this stage of the appraisal period. Place an "X" at the appropriate place on the arrowed line. Use the space provided for any comments (optional). Performance items not observed are not rated.</small>			
		needs significant improvement	needs little or no improvement
		COMMENTS	
1. PROGRESS ON PERFORMANCE PLAN ELEMENTS			
Element 1		←————→	
Element 2		←————→	
Element 3		←————→	
Element 4		←————→	
Element 5		←————→	
Element 6		←————→	
Element 7		←————→	
Element 8		←————→	
Element 9		←————→	
Element 10		←————→	
Element 11		←————→	
Element 12		←————→	
Element 13		←————→	
Element 14		←————→	
2. COOPERATION/RESPONSIVENESS			
- Skilled at working with individuals or groups		←————→	
- Is an enthusiastic follower		←————→	
- Is a skilled leader		←————→	
3. ORGANIZATIONAL SKILLS			
- Uses resources effectively		←————→	
- Sees future problems and heads them off		←————→	
- Plans and schedules work effectively		←————→	
- Adapts well to new demands		←————→	
4. COMMUNICATION			
- Listens well		←————→	
- Effective in oral communication		←————→	
- Writes clearly		←————→	
5. DUTY PERFORMANCE			
- Work is of appropriate quality and quantity		←————→	
- Work is timely		←————→	
6. THOROUGHNESS			
- Completes a job on his/her own		←————→	
- Follows up when necessary		←————→	
7. ADDITIONAL ITEMS			
Accomplishes required items as appropriate		←————→	
RATER (Supervisor's signature)		EMPLOYEE (Signature Optional)	
		DATE (YYYYMMDD)	

AF FORM 860B, 19990701 (EF-V1)

- Mid-term feedback is **Mandatory** at least once during the rating period, usually in October
 - Initial appraisals after 90 days are no longer an Air Force requirement.
 - Feedback can be used more often if employee performance requires maintenance
- Place an "X" on the sliding scale between "Needs significant improvement" and "Needs little or no improvement"
- Elements match the duties in the Core Document
- Private Communication between Supervisor and Employee, original is maintained by the supervisor

AF FORM 860A

ANNUAL RATING FORM (FRONT)

CIVILIAN RATING OF RECORD						
(Please read Privacy Act Statement on reverse before completing this form.)						
EMPLOYEE (Last Name, First, Middle Initial)		SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP
SALARY W/O LOCALITY PAY						
APPRAISAL PERIOD	FROM:	TO:			EFFECTIVE DATE:	
<p>- Part A normally contains one to seven critical elements.</p> <p>- Rate the critical element(s) in Part A by placing an "X" in the appropriate block(s). The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.</p> <p>- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s (bullet format, limited to 9 lines). Optional to complete for others.</p> <p>- Complete Part C, "Award Justification" for those being recommended for an award (bullet format, limited to 9 lines).</p>						
PART A. Position Requirements. (Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)						
	DOES NOT MEET	MEETS		DOES NOT MEET	MEETS	
ELEMENT 1			ELEMENT 8			
ELEMENT 2			ELEMENT 9			
ELEMENT 3			ELEMENT 10			
ELEMENT 4			ELEMENT 11			
ELEMENT 5			ELEMENT 12			
ELEMENT 6			ELEMENT 13			
ELEMENT 7			ELEMENT 14			
OVERALL PERFORMANCE RATING		<p>R - ACCEPTABLE: Rated "Meets Standards" on all critical elements.</p> <p>N - UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements.</p>				
PART B. Impact on Mission Accomplishment. (Mandatory completion required for GS-14s/15s.)						
PART C. Award Justification. (Part B may serve as Part C award justification.)						
PART D. Performance Award.						
AWARD (Enter "P"-Performance or "Q"-QS)		AWARD PERCENTAGE OR AMOUNT (If P (cash), enter as a percentage, e.g., 1.5, or a dollar amount)		OTHER AWARD (For time-off awards, state number of hours)		
<p>Certification for Time-Off Award (as applicable): I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. <i>Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.</i></p>						
PART E. Certification. (Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)						
RATER (Supervisor's signature and duty phone)					DATE (YYYYMMDD)	
REVIEWER (Signature and duty phone)					DATE (YYYYMMDD)	
AWARD APPROVING OFFICIAL (If required, signature and duty phone)					DATE (YYYYMMDD)	
EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.)					DATE (YYYYMMDD)	

AF FORM 860A, 19990701 (EF-V1)

AF FORM 860A

ANNUAL RATING FORM (REVERSE)

PART F. Civilian Promotion Appraisal. <small>This appraisal is used for competitive inservice placement actions, including promotions, reassignments or demotions to positions with known growth potential, and other such instances. The ratings on this form are used as a sort factor in determining final rank order of employees having substantially equal knowledge, skills and abilities, when the number of candidates exceeds the number of employees who can be referred to the selecting official for consideration.</small>		
APPRAISAL FACTORS - MANNER OF PERFORMANCE <i>(Do not complete if employee is a GS-15)</i>		
<small>Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position and are considered predictive of performance at the next higher level. Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale in making the ratings. Place the number (1-9) in the block preceding the factor.</small>		
LOW RANGE 1. Very Poor 2. Far Below Fully Successful 3. Below Fully Successful	CENTRAL RANGE 4. Slightly Below Fully Successful 5. Fully Successful 6. Slightly Above Fully Successful	HIGH RANGE 7. Above Fully Successful 8. Far Above Fully Successful 9. Outstanding
1.	WORK EFFORT: <i>Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively performing work.</i>	
2.	ADAPTABILITY TO WORK: <i>Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions.</i>	
3.	PROBLEM SOLVING: <i>Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.</i>	
4.	WORKING RELATIONSHIPS: <i>Sensitive to the behavior of fellow workers, supervisors and subordinates; maintains effective working relationships with others.</i>	
5.	COMMUNICATION: <i>Communicates clearly and effectively, whether orally or in writing.</i>	
6.	WORK PRODUCTIVITY: <i>Productive during work time; completes his/her work projects, duties and tasks in a timely manner.</i>	
7.	SELF-SUFFICIENCY: <i>Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.</i>	
8.	SKILL IN WORK: <i>Performs job-associated tasks well, whether they require physical, technical, professional, supervisory or managerial skills, is considered very skillful on the job.</i>	
9.	WORK MANAGEMENT: <i>Effectively plans and organizes work; properly follows or implements management procedures, directives, regulations, or technical orders; ability to direct or evaluate or substitute for absent supervisor.</i>	
PRIVACY ACT STATEMENT		
<small> Authority: 10 U.S.C. 8013 and Executive Order 9397. Purpose: The social security number is needed to correctly identify the employee. Routine Use: This information may be disclosed to another agency if the employee transfers to another agency. Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records. </small>		

AF FORM 860A, 19990701 (REVERSE) (EF-V1)

HOW TO COMPLETE THE AF FORM 860A

PLEASE ENSURE THAT YOU ARE USING THE 1 JUL 99 VERSION OF THE AIR FORCE FORM 860A

- The rating official should complete the blocks for the employee's name, SSN, organization, pay plan, series, grade-step and salary (as of 31 March).
- Enter Appraisal Period: 1 April to 31 March with the effective date 1 Jun.
- **Part A, Position Requirements:** Rate the critical element(s) in Part A by placing an "X" in the appropriate block of either: "Does Not Meet" or "Meets". The elements match the duties in the Core Document.

The overall performance rating is derived from the ratings of the critical elements. Place an "R" or "N" in the Overall Performance Rating. Employees with a "N" rating are ineligible for an award. A rating of "Does Not Meet" for any critical element results in a determination that overall performance is Unacceptable.

*An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. **REMINDER: Before assigning a rating of unacceptable, rating officials must contact the employee relations specialist who services their organization for guidance (DSN 480-2008).**

- **Part B, Impact on Mission Accomplishment:** This area is mandatory for GS-14s/15s. Optional for all other grade levels. This area serves as the award justification for GS-14s/15s, when applicable. Reference AFI 36-1003.
- **Part C, Award Justification:** GS-1 through GS-13. No more than 9 bullet statements using concise action verb filled lines backed up with quantifiable, specific dates.
- **Part D, Performance Award:** Enter "P" for Performance Award, "Q" for QSI, "TOA" for Time-off Award. Enter the award amount as a whole dollar amount only for performance awards. If you calculate a percentage, the whole dollar can be found by using the annual salary as of 31 Mar. Leave the award amount area blank for QSIs. Enter Time-Off awards in the "Other Award" area along with the number of hours.
- **Part E, Certification:** Remember, first the rating official signs, then the reviewing official, then the award approving official. The quality control review official will initial the form and write "QCRO Review" in the lower left-hand margin on the front side of the AF Form 860A. The Employee Signs Last. If employee refuses to sign, simply annotate "Employee Chose Not To Sign" **along with the date**. If employee is on Leave Without Pay status, annotate "Employee is on LWOP" in the employee signature block on the AF Form 860A.
 - Ratings and award recommendations made by the supervisor are not always the final rating or award the employee will receive. Marking the ratings and award recommendation lightly in pencil will save reaccomplishment of the whole form if changes are necessary.

- **Award Approving Official:** Awards cannot be paid without the Award Approving Official's signature. The award (performance, QSI or TOA) must be properly annotated in Part D of the AF Form 860A. Award Approving Officials also have authority to approve QSIs and time off awards of more than one workday (8 hours). 435 ABW & 86 AW policy is not more than 3 percent without Group/CC approval, not more than 10% without Secretary of the Air Force approval, and not more than \$10,000 without Office of Personnel Management approval.

REVERSE of the 860A

Nine "Promotion Appraisal" Factors

- Basis for In-service Placements
- Do Not Complete for GS-15s
- **APPRAISAL FACTORS - Manner of Performance** Indicate the appropriate rating based on observations of the employee's performance for each appraisal factor. Appraisal factors listed represent work behaviors that can be observed in the context of the employee's current position and are considered predictive of performance at the next higher level. Enter the rating 1 through 9 and place in the empty square next to each numbered item.
- Because supervisors will maintain the Employee Performance Folder (EPF), copies of the AF Form 860A will no longer come to the CPF. Provide one copy of the AF Form 860A to the employee and the supervisor will file the original in the EPF. **Exceptions:** Employees that are on LWOP and those employees at our geographically separated units (GSUs). For GSUs, provide a copy of the AF 860A to the employee, and then forward the original hard copy AF 860A directly to the CPO for filing in the EPF. For those on LWOP, directly forward the original hard copy AF 860A to the CPO for filing in the EPF. Additionally, a copy of the re-certified AF 860 or Coredoc must be provided to the employee and one must be filed in the EPF.

For your Info:

- Employee resigns, retires, or transfers to another agency such as Army or Navy, prior to 31 Mar: An annual performance rating is not completed, however, supervisors may complete an informational appraisal to give directly to the employee. The supervisor submits the EPF to the CPO, 435 MSS/DPCE. That office forwards it to the National Records Center in St. Louis for record keeping or to the other Federal Organization.
- Employee on Leave without Pay is handled as an active employee and is due for an annual performance rating.
- For employees who are on LWOP or who have PCS'd to another Air Force Base after 02 Jan, the original AF Form 860A will be submitted to the Civilian Personnel Office. The employee also can be granted an award funded by the losing organization. In this case,

the losing organization's fund cite needs to be forwarded along with the appraisal to the CPO for processing.

- Employee who transfers to another AF base before 02 January: The new supervisor completes the annual performance rating. The EPF is submitted to the CPO, 435 MSS/DPCE, if supervisor has it. No annual appraisal is completed by the losing supervisor.
- New employees who have worked for the Air Force for at least 90 days by 31 Mar are due an annual performance rating. The employee may be granted a performance award.
- Employee on Detail/Temporary Promotion as of 31 March: The detail or temporary promotion supervisor will complete the annual appraisal if the assignment has lasted 90 days or more. If the detail or temporary promotion has been less than 90 days, the rating official for the employee's permanent position will complete the appraisal with input from the detail or temporary promotion supervisor.

CHANGE OF REPORTING OFFICIAL:

- A departing supervisor who leaves before 02 January and has supervised an employee for at least 90 days will leave information concerning the employee's performance for the incoming supervisor before he or she departs. The losing supervisor does not discuss this information with the employee.
- A departing supervisor who leaves after 02 January and has supervised an employee for less than 90 days will **not** accomplish an appraisal before he or she departs. Instead, the reviewing official prepares the annual rating with input from the departing supervisor. But: If the departing supervisor has supervised the employee for 90 days or more he or she completes the appraisal and leaves it for processing.

SUPERVISORS: All supervisors must be evaluated on their supervisory duties in Personnel Management, Affirmative Action, and Safety and Health. Performance plans for supervisors must contain elements and standards on these responsibilities. In addition, employees with access to classified information must be evaluated on the discharge of their security responsibilities. There are DoD performance evaluation requirements for managers/employees whose duties include audit follow-up, internal management control, inventory management, and persons serving in acquisition positions as well; See attachment 3 to AFI 36-1001.

QUALITY CONTROL REVIEW PROCESS

- Chain-of-Command Reviews the Performance Plans/Core Documents
- Performance Appraisals/Ratings are coordinated through:
 - Rating Official
 - Reviewing Official
 - Award Approving Official
 - QCRO

Commanders should establish a quality control process to ensure accurate completion of the appraisal process. They appoint a QCRO from their section. QCROs may be civilian, enlisted, officer, or local national civilians of any rank.

QCRO ROLE AND RESPONSIBILITIES

- Provides quality control review of performance plans (only applicable with AF Form 860, does not apply when core document exists)
- Provides quality control review of annual appraisals and ratings



QCRO CHECKLIST FOR ANNUAL APPRAISAL

This form (AF Form 860A) is required for competitive inservice placement actions, including promotions, reassignments or demotions to positions with known growth potential and other such instances.

1. Do the dates for the appraisal reflect accurate dates of the appraisal period? 1 Apr - 31 Mar
2. Is all the employee information on the top of the form complete and current?
3. Is the overall Performance Rating indicated and does it correlate with the above elements of the form? (Acceptable "meets standards" on all critical elements; unacceptable "does not meet standards" on one or more critical elements).
4. Is the impact on mission accomplishment completed for GS-14/15s under Part B.
5. If employee is recommended for an award, is a written justification provided in Part C. Part B may serve as part C for award justification for GS 14/15s.
6. If the employee is a supervisor and recommended for an award, does the 860A indicate specific examples of how the individual exceeded the supervisory elements? If not, does it indicate supervisor had no opportunity to do so? (Part C).
7. Is Part D marked correctly? (P = Performance award, Q = Quality Step Increase, or TOA = Time-off Award. Is an award amount given in whole dollar figures? Does the time-off award indicate the number of hours?)

*Do not discuss awards with employees until after they have been approved and certified by the Award Approving Official and funds availability is verified.

*If recommended for a QSI is the employee in a step 4 through a step 9? Ensure that employee has not received a QSI within the past 52 weeks. If employee received a QSI at the same grade level within the past 3 years, approval must be obtained by MAJCOM/DPC.

*If a Time-Off Award (TOA) is granted, ensure that the employee is able to use the award before he or she leaves the Air Force.

*Employees transferred or reassigned to another AF installation between 02 January and 31 March are eligible to receive performance awards. The funds for the awards are charged against the losing organization's budget. If so, are fund cites provided to 435 MSS/DPCE by using the Resource Advisor Certification.

*Employees terminating their employment with the Air Force prior to 31 March normally will not receive an award.

*Employees on Leave Without Pay (LWOP) on 31 March are eligible to receive a performance award.

8. Did the supervisor and reviewing official sign and date and the Quality Control Review Official initial before the employee signed and dated?

9. Has the Award Approving Official signed, if applicable?

10. Are all nine Appraisal Factors on the reverse of the 860A marked, except for GS-15s.?

11. After the rating has been accomplished by the supervisor, reviewed by the second level official and QC'd by the designated official, was the appraisal thoroughly discussed with and signed by the employee? (The employee **must not** sign before the end of the appraisal cycle, 31 Mar)

QUALITY

Technical Appraisal

EMPLOYEES REGISTERED IN CONTRACTING AND MANUFACTURING CIVILIAN CAREER PROGRAM:

Supervisors of employees registered in the Contracting and Manufacturing Civilian Career Program (CMCCP) are required to complete an AF Form 2620, Technical Appraisal dated 20010501 and submit it to the Civilian Personnel Office for updating in the personnel data system. The ratings are used to rank registrants for referral to vacancies.

Complete the Technical Appraisal (TA) on each employee registered in the Civilian Career Program (CCP) who is working in a GS-1102 Contracting position, in a GS-301 Competition Advocacy position, in a GS-1101 Systems Acquisition position doing Contracting-related work, or on a CCP registrant with experience in any such position. Do not, however, complete a TA on any such registrant who is currently a permanent GS/GM – 15.

Complete this form when you complete the employee's civilian Rating of Record (AF Form 860A) or when requested after the employee first registers in the Civilian Career Program (CCP).

The appraisal rating cycle is the same, 1 Apr - 31 Mar.



AF Form 2620

(5 pages)

CONTRACTING CAREER PROGRAM (CCP) TECHNICAL APPRAISAL			
<i>Privacy Act Statement</i>			
<p>AUTHORITY: 10 U.S.C. 8013 AND Executive Order 9397.</p> <p>PURPOSE: The Social Security Number (SSN) is needed to correctly identify the employee.</p> <p>ROUTINE USE: This information may be disclosed to another agency if the employee transfers to another agency.</p> <p>DISCLOSURE: Voluntary; however, without it, it may affect the ability to accurately identify the employee and the records.</p>			
Name of Employee (Last, First, Middle Initial)	SSN	Organization/Office Symbol	Phone Number DSN: Comm:
INSTRUCTIONS TO RATING SUPERVISOR			
<p>NOTE: This form will be used in filling Contracting Career Program (CCP) positions only in the GS-1102 (Contracting) series.</p>			
<p>1. Complete this Technical Appraisal (TA) on each employee registered in the CCP who is working in a Contracting (GS-1102) position, in a GS-301 Competition Advocacy position, in a GS-1101 Systems Acquisition position doing Contracting-related work, or on a CCP registrant with experience in any such position. Do not, however, complete a TA on any such registrant who is currently a permanent GS/GM-15. Complete this form when you complete the employee's Civilian Rating of Record (AF Form 860A) or when requested after the employee first registers in the CCP.</p>			
<p>2. Use the following guidance in assigning the ratings:</p> <ul style="list-style-type: none"> a. Use the Rating Scale shown below to assign ratings. Assign a rating by CIRCling the appropriate number or letter. b. Remember that the representative duties listed under each factor are not intended to be all inclusive. c. Assign a NUMERIC rating when the registrant performed the factor during the rating period. d. Assign an ALPHA rating of A, B, C, D, E, F, G, H, or I when the registrant's duties during the rating period did not allow you to observe performance of the factor but your total knowledge of the employee allows you to make a reasonable judgment of the employee's potential to do the work described. e. Assign a rating of "P" (PRESUMPTIVE) only as a last resort if the registrant did not perform the factor and you have no reasonable basis on which to judge potential, recognizing that "P" is equivalent to a 5. f. Ensure the ratings on this TA are consistent with the employee's appraisal factors on the AF Form 860A. 			
<p>3. Complete SECTION I for all registrants as described in paragraph 1 above. Assign NUMERIC ratings in SECTION I ONLY IF the registrant occupied a supervisory position (supervisory level codes 1, 2, 3, or 4) during the rating period. Otherwise, assign ALPHA ratings or PRESUMPTIVE ratings as instructed above.</p>			
<p>4. Complete SECTION II on all registrants as described in paragraph 1 above.</p>			
<p>5. Forward this completed TA for review and signature by an appropriate senior contracting official if you are not working in a contracting organization.</p>			
RATING SCALE			
<p><u>LOW RANGE</u></p> <ul style="list-style-type: none"> 1. Very Poor 2. Far below fully successful 3. Moderately below fully successful <ul style="list-style-type: none"> I. Extremely low potential (Equivalent to 1) H. Very low potential (Equivalent to 2) G. Moderately lower than normal potential (Equivalent to 3) 	<p><u>CENTRAL RANGE</u></p> <ul style="list-style-type: none"> 4. Slightly below fully successful 5. Fully successful 6. Slightly above fully successful <ul style="list-style-type: none"> P. Presumptive (Equivalent to 5) F. Slightly lower than normal potential (Equivalent to 4) E. Normal potential (Equivalent to 5) D. Slightly higher than normal potential (Equivalent to 6) 	<p><u>HIGH RANGE</u></p> <ul style="list-style-type: none"> 7. Moderately above fully successful 8. Far above fully successful 9. Outstanding <ul style="list-style-type: none"> C. Moderately higher than normal potential (Equivalent to 7) B. Very high potential (Equivalent to 8) A. Outstanding potential (Equivalent to 9) 	

SECTION I - MANAGERIAL/SUPERVISORY FACTORS								
1. USE OF MATERIEL AND MANPOWER <i>Optimizes use of money, manpower, and materiel resources to maximize tangible and intangible benefits (e.g., improved morale, better working conditions, smoother work flow, strategic planning)</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
2. DELEGATION OF AUTHORITY <i>Effectively delegates authority and empowers subordinates. Stresses accountability among subordinates.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
3. DECISION MAKING <i>Makes sound and timely decisions: neither puts off decisions nor equivocates.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
4. GENERAL SUPERVISION <i>Demonstrates good leadership qualities; effectively supports, constructively counsels, judiciously disciplines, and rewards subordinates. Is skillful in making staff assignments and personnel selections, and is particularly skilled at motivating, training, and working with subordinates.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
5. EFFECTIVENESS IN GENERATING SUPPORT <i>Effectively represents the organization's position to those outside the organization. Adept at gaining support for organizational positions and goals.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
6. EFFECTIVENESS IN MANAGEMENT - EMPLOYEE RELATIONS <i>Understands the theories and is able to use the techniques of sound management in dealing with employees, both individually and in groups.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

SECTION II - CONTRACTING (GS-1102) FACTORS**1. DOD SMALL BUSINESS POLICY, PLANS AND PROCEDURES**

Demonstrates a thorough knowledge of Department of Defense Small Business Policy. Skillfully counsels and assists representatives of industry regarding the Small Business Program. Develops plans and procedures for ensuring that small businesses are given consideration in the subcontracting plans of prime contractors.

1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

2. NEGOTIATION SKILLS

Capable negotiates with representatives of commercial firms, manufacturing companies, educational institutions, or other concerns to develop or revise contracts for furnishing services, supplies, equipment, or other material to an Air Force activity or component. Effectively negotiates unusual contractual arrangements for products and services. Capable of negotiating contracts for research, development, and production of specialized supplies, systems or services, or for pure or applied research where there is little meaningful experience or precedent data available.

1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

3. TEAM LEADERSHIP

Is a skillful lead negotiator or team leader (in the case of staff personnel) capable of coordinating a team of specialists involved in outlining the scope of a program, establishing reasonable cost levels, equitable fees, profits, progress reporting dates, and alternative proposals.

1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

4. ACQUISITION PLANNING

Conducts market research and actively participates in acquisition planning. Ensures compliance with applicable laws and regulations, adequacy and propriety of procurement methods, and breadth of competitive opportunity. Exhibits a thorough knowledge of a wide variety of contract types, their characteristics, and use (e.g., cost, fixed price with escalation, cost-plus; incentive fee, etc.)

1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

5. CONTRACT MANAGEMENT/ADMINISTRATION

Effectively administers contracts to completion, taking appropriate actions to ensure full and timely performance. Skillfully negotiates modifications of work to be performed, price adjustments, and definitization of change orders. Capable of preparing findings of facts and rendering final decisions with regard to contract disputes and is capable of defending decisions to any adjudicative body.

1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

6. CONTRACT TERMINATIONS <i>Determines when a termination of a contract would be appropriate and prepares findings and determinations which support the actions. Performs the full range of termination functions that relate to contracts for supplies, systems, or services, including the ability to successfully settle claims.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
7. OPERATIONS MANAGEMENT/INDUSTRY KNOWLEDGE <i>Plans, evaluates, and maintains technical surveillance over the operations of a prime contractor and associated sub-contractors. Exhibits knowledge of industry processes, production operations and flow, machine/equipment utilization, production capacities, distribution, and consumption patterns of commodities or end products.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
8. DEVELOPMENT OF PRICING OBJECTIVES <i>Is fully capable of independently developing complete pricing objectives for negotiated procurements involving use of data from a variety of diverse sources. Demonstrates a knowledge of overhead pools and forward rate agreements with contractors.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
9. PRICING TECHNIQUE <i>Exhibits sound understanding of pricing techniques and is fully capable of evaluating proposals submitted by offerors. Performs analyses on procurements that have little precedence.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
10. DATA SYSTEMS KNOWLEDGE <i>Demonstrates a working knowledge of Automated Data Processing Systems and information technology applications (e.g., EC/EDI, FACNET, and other electronic business tools) as they relate to procurement procedures and/or reporting.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
11. CONTRACTING OPERATIONS <i>Assesses the progress and effectiveness of procurement operations, plans and programs and the ability to make recommendations for improvements and solutions to problems.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								

12. PROCUREMENT POLICIES AND PROCEDURES <i>Fully understands/develops (in the case of Staff personnel) procurement policies and procedures, management techniques, requirements and concepts; and applies them at appropriate levels.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
13. CONTRACT QUALITY REVIEW <i>Performs quality reviews of all contract types prior to award. Demonstrates working knowledge of business and contract clearance procedures.</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
14. KNOWLEDGE OF FAR, PUBLIC LAW AND FISCAL POLICY <i>Demonstrates a good working knowledge and understanding of the Federal Acquisition Regulation (FAR) and the supplements thereto. Exhibits working knowledge of Public Laws regarding contracts and of Fiscal Policy (e.g., bona-fide need rule, anti-deficiency, economy act, etc.)</i>								
1	2	3	4	5	6	7	8	9
I	H	G	F	E	D	C	B	A
P								
DATE	RATING OFFICIAL (Supervisor) SIGNATURE							
DATE	REVIEWING OFFICIAL SIGNATURE							
DATE	ENDORISING OFFICIAL SIGNATURE (Optional)							
DATE	EMPLOYEE SIGNATURE (Receipt acknowledged. Signature does not indicate employee agreement or disagreement)							

Awards:

Performance

- An employee whose performance rating is Acceptable may be paid a cash award. An award recognizing high levels of performance may be recommended at the end of the appraisal period in conjunction with the annual performance rating in accordance with each commander's award program.
- **Awards are not given automatically.** Justification for an award is submitted on an AF Form 860A, Part C in bullet format, limited to 9 lines. The justification will address accomplishments in the employee's position. Performance cash awards may be granted as a specific whole dollar amount (435 ABW & 86 AW policy is not more than 3 percent without Group/CC approval, not more than 10% without Secretary of the Air Force approval, and not more than \$10,000 without Office of Personnel Management approval). Awards are based on the employee's salary as of 31 Mar.
- Enter a "P" in the first block of part D on the AF Form 860A, enter the whole dollar figure in block two.
- A certificate, AF Form 2858, is available for optional preparation and presentation by the presenting organization. Blank forms may be ordered through ETS. Each organization is responsible for typing the certificates for their employees.
- Employees may be awarded a combination Time-off Award and a monetary Performance Award.
- A QSI cannot be awarded in conjunction with a monetary performance award or a Time-Off Award.



Awards: *Time-off Award*

- The Time-Off Award may be granted without loss of pay or charge to leave in recognition of a superior accomplishment or personal effort that contributes to the quality, efficiency, or economy of Government operations. The intent of a time-off award is to provide an alternate means of recognition in lieu of granting a monetary award. It may be awarded jointly with a monetary performance award. **It can never be awarded jointly with a Quality Step Increase.**
- The maximum amount of time-off that can be approved for any single contribution is 40 hours.
- Enter a Time-off Award on the AF Form 860a, part D, block three “Other Award.” State the number of hours such as 8 or 16, any amount up to 40 hours.
- The employee is responsible for requesting supervisory approval to schedule and use a time-off award. To the extent possible, it should be used within 90 calendar days from the effective date, but no later than 1 year from the effective date or the award is forfeited.
- A Time-off Award shall not be converted to a cash payment under any circumstances.
- Employees may not transfer approved unused time-off when they transfer from the Air Force to another DoD component or to another Federal agency, nor may employees coming from another department or Federal agency transfer time-off to the Air Force.
- Employees may be awarded a combination Time-off Award and a monetary Performance Award.
- A QSI cannot be awarded in conjunction with a monetary performance award or a Time Off Award.



Awards:

Quality Step Increase

- **What is a Quality Step Increase?** A Quality Step Increase is a *faster than normal* within-grade increase used to reward employees at all General Schedule grade levels that display high quality performance.
- QSIs may be granted to General Schedule employees at steps 4 through step 9 in conjunction with annual rating of "Acceptable." The eligibility determination for a QSI is based on the employee's step as of 31 Mar. General Manager employees with annual ratings of "Acceptable" are eligible for QSIs if their salary is equal to at least a step 4 and not more than step 9.
- Employees at step 1, 2, 3, or 10 of their grade are not eligible for QSIs.
- An employee is eligible for only one QSI at the same grade level every 3 years. Exceptions to this rule must be approved at the MAJCOM/DPC level. Employees who have had a QSI in the previous 52-week period are not eligible for a QSI.
- The QSI becomes effective on 30 May 04 or the first day of the first pay period following approval (i.e. following the date award approving official signs the AF Form 860A.)
- If an employee is promoted or changes to a lower grade after the QSI is approved but before it becomes effective, the employee normally would not be eligible for the QSI. The employee would be eligible for a performance award based on his or her grade and salary as of 31 Mar.
- QSIs are equivalent to a 3 percent award and should be calculated as such by Resource Advisors. The "QSI" block on the appraisal should be filled in with a "Q" in the first square of part D. DO NOT show a percentage in the second square of part D, since this relates to the performance cash award amount.
- A QSI cannot be awarded in conjunction with a monetary performance award or a Time Off Award.

Timing Matters

- Managers sometimes give Quality Step Increases and wonder why the employee they were trying to reward gets upset. The issue is usually timing. This will review timing issues with Quality Step Increases and offers a checklist of factors to consider when deciding on the timing of a QSI.
- **Why does timing matter?**

- **Factors to consider.**
- **Why does timing matter?** Quality Step Increases are given in addition to regular within-grade increases and won't affect the timing of an employee's next regular within-grade increase, **unless** the Quality Step Increase places the employee in step 7 of their grade. In this case, the waiting period is extended an additional 52 weeks (waiting periods are 52 weeks for steps 1-4, 104 weeks for steps 5-7, and 156 weeks for steps 8-10). The time an employee has already waited counts towards the next increase, but they must wait the full period that the new step requires.
- **Example:** Jane has been an excellent employee with sustained high quality performance. She is at GS-7, step 6, and will be eligible for her within-grade increase to step 7 in 45 days.
- **Scenario 1**— Jane's supervisor has decided to give her a Quality Step Increase. The award is proposed, approved, and made effective within 3 weeks.
 - Jane is happy with her award until she realizes that the civilian personnel office (CPO) has not processed her regular step increase. When she questions the CPO office, she finds out she cannot receive her within-grade increase because she is now at step 7 and must wait an additional 52 weeks to be eligible for step 8.
- Even though she doesn't feel the immediate benefit of the award, Jane has still received a *faster than normal* increase. She will receive her step 8 two years earlier than she would have without the Quality Step Increase.
- **Scenario 2**—Jane's supervisor would like to recommend her for a Quality Step Increase. First, the supervisor checks with the CPO office to make sure Jane meets all the requirements. While checking with the CPO office, her supervisor learns that Jane will soon be eligible for her within-grade increase to step 7, and also learns about the extra waiting time required if the Quality Step Increase is granted before the regular within-grade increase. The supervisor decides to hold the recommendation for the Quality Step Increase until after the CPO office processes the within-grade increase.
 - Jane receives an immediate benefit because her regular within-grade increase and her subsequent Quality Step Increase are processed within one pay period of each other.
 - **Effective Date of QSI may be delayed not to exceed 4 pay periods from approval date.**
- **Factors to consider.** In recommending a Quality Step Increase, the supervisor and CPO specialist should review several factors in regard to timing:
 - How long will the employee be able to enjoy the benefits of a Quality Step Increase?

- Will the employee be promoted in the near future?
- Will the Quality Step Increase make a difference in setting the promotion pay?
- Has the employee received a Quality Step Increase within the last 52 weeks?
- When is the employee eligible for their next within-grade increase?
- Will the increase take the employee to a new waiting period, i.e., step 7?

Quality Step Increases: Know the Costs

- Managers and supervisors should consider carefully the long-term cost implications of granting quality step increases (QSI) to their employees and know how their agencies budget for QSI costs.
- **What are the Costs?** Because a QSI increases an employee's rate of basic pay, it represents an increased cost to an agency on an ongoing basis, unlike a lump-sum cash award. Managers also should know that QSIs increase retirement and Thrift Savings Plan expenses as well. Managers should estimate the costs so they can better judge whether the award is appropriate to the circumstances. By using information such as the employee's grade and step level and how long the awarded employee is expected to remain in the Government, managers can project award costs over given time periods.
- A QSI is an important pay-for-performance feature and a valuable tool for managers to use to recognize and reward outstanding performance. As with all awards, however, managers must recognize the cost implications so that they can appropriately match the award to the performance and best use agency resources.



Appraisal Spreadsheet

Name	SSN	Org	Symbol	Location	Grade	Awd Salary	Rating R or N	Factors	Awd Type	Awd Amt/Hrs	Eff Date
Green, Joe	123456789	86 MSS	DPN	Ramstein	GS031915	2579400	R	999999999	Q		040514
Purple, Ted	234567891	USAFE	ABCD	Sembach	GS045612	2367800	N	111111111			
Scarlett, Jan	345678912	USAFE	XYZ	Vogelweh	GS056704	1567800	R	998799999	P	500	040601
Blue, Jil	567891234	86 ABC	MNO	Paris	GS078903	1234560	R	999968999	T	40	040603
Gray, Pat	112234589	AFAA	AXM	Cairo	GS089710	4567800	R	999999999	P	1000	040601
Gray, Pat	112234589								T	40	040603
Orange, Len	456123891	TESCO	TE	Kapaun	GS023409	2456700	R	799998569			

Mr. Green received a QSI, it was approved 14 May 04 by the award approving official.

Mr. Purple received an unsatisfactory rating and did not receive an award. His supervisor contacted his EMR Specialist before giving this rating and they are working on an employee improvement plan.

Ms. Scarlett received a performance award for \$500.

Ms. Blue received a time-off award for 40 hours.

Ms. Gray received a performance award for \$1,000 and a 40-hour time-off award.

Mr. Orange received an appraisal rating, but did not receive an award.

- Excel spreadsheets will be sent out via email to organization's QCRO.
- Complete: R or N, the rating factors, award type (if QSI include effective date) and award amount/hours. Dollar figures must be in whole numbers. A \$500 award is written 500. Dollar figures are required for data upload. Do not include dollar symbols, commas or cent indicators in the dollar figures on the spreadsheet.
- If an employee is receiving two awards, place them under each other; see example above for Ms. Gray. Change the date of the time-off award 040603 and for the cash award 040601. The computer is unable to process two awards on the same date.
- DO NOT change the format or fields. Changes can lead to corrupt data when it is uploaded into the database.
- Input the 9 factors without commas, example use 999999, not 9,9,9 etc.
- If an employee no longer works in your section, do not delete them from the database, simply make a note next to their name
- If you have a new employee that is not on the database, include the employee name, social security number and date of employment. Call 480-4212 to ensure completion of an appraisal is not required.
- If you need to change the format for ease of viewing for your Award Approving official, then save the spreadsheet to another name and make changes to your file. When you are finished with the data, place it back in its original format and return to 435 MSS/DPCE.

Employee Performance File

Employee Performance File (EPF)
Important Personnel Records
Do Not Destroy

EPF Maintenance by Supervisors:

1. Individual employee performance records contain personal employment information. Appropriate care must be observed to ensure proper safeguarding of the EPF contents. You are normally prohibited from disclosing the contents of this file to anyone except those officials of your agency demonstrating a need for the record and those other disclosures permitted by the Privacy Act of 1974 (5 U.S.C. 552a).
2. EPFs are maintained by the immediate supervisor in a secure location along with the AF Form 971 in the Supervisor's Employee Work Folder. (AFI 36-1001, Chapter 8)
3. Employee performance appraisals, and the signed performance plan or core personnel document in effect for those ratings, must be maintained in the EPF for a period of four years from the effective date of the rating. This may include appraisals from other federal agencies. Exercise caution when removing old appraisals from the EPF to ensure required appraisals are retained. The EPF also contains copies of approved award nomination packages. Award documentation is retained for two years from the end of the year in which the award was given.
4. When supervisors change or the employee transfers to another position at the installation, the losing supervisor provides the EPF, along with the Supervisor's Employee Work Folder, to the gaining supervisor, normally within two weeks.
- 5. Forward the contents of the EPF to the Civilian Personnel Office (435 MSS/DPCE) when the employee transfers to another installation or separates from employment. This will allow the personnel office to ensure the appraisals are either provided to the gaining supervisor or properly filed following separation.**
6. If in doubt about any requirements related to EPFs, contact the Civilian Personnel Office, 480-4212, for advice and guidance.

01 Jan 2004

REVIEW OF PROBLEM AREAS

- Performance Plan/Core Documents not given to employees within 30 days of entering position or within 30 days of each new appraisal cycle. Employees need to know what is expected of them and what they will be rated on. The appraisal should not be a "surprise" to the employee.
- Supervisors of Leave Without Pay (LWOP) employees **must** complete and forward the AF Form 860A original to 435 MSS/DPCE for processing.
- Time-off awards were given to employees that were on LWOP or transferred to another agency. Employees were unable to use this award.
- Employee who resigned, retired or terminated after 31 Mar are due for an annual appraisal. If you give them an award, always submit unit fund citation for these types of employees.
- QCROs only review the appraisal, they do not obtain employee signatures on the appraisal. If there is a question, they must contact the supervisor.
- Employees sign the appraisal only AFTER the Award Approving Official has approved the award amount. Employees dislike viewing one award and receiving a different amount.
- QC review not complete or not accomplished
- Ratings on reverse of AF Form 860a are not completed





CIVILIAN PERSONNEL FACT SHEET

Administrative Grievance System (AGS) AFI 36-1203

The AGS applies to all US appropriated fund civilian employees served by Ramstein AB CPF. This AGS does not apply to DeCA employees. Employees may use the AGS without restraint, interference, coercion, discrimination or reprisal.

A grievance is a request by an employee or a group of employees for personal relief in any matter of personal concern or dissatisfaction that relates to employment and which is subject to the control of management.

INFORMAL DISPUTE RESOLUTION PROCESS:

- Informal presentation of grievance (Oral or Written) to the first line supervisor or the next level supervisor if the grievance concerns the first line supervisor.
 - Must present within 15 calendar days of specific act or occurrence that is being grieved or within 15 calendar days of the employee becoming aware.
 - May present a grievance concerning a continuing condition at any time.
 - Must specify the matter being grieved and identify the requested personal relief.
 - May request use of Alternative Dispute Resolution (ADR) techniques to resolve dispute before going formal. The time limit to file a formal grievance begins at the conclusion of the ADR process when ADR is used.
- Supervisor may not reject an informal grievance for any reason and must attempt to resolve it and respond in writing within 15 calendar days. May be extended up to 30 days.
 - Prepare a memo for the record if grievance is presented orally.
 - If the supervisor believes the employee's concern is excluded from the informal grievance procedures, they should inform the employee and advise them of the appropriate procedures and point of contact in the Civilian Personnel Flight (CPF). The supervisor must attempt to resolve the matter at the informal stage.
 - Use ADR techniques when possible to resolve employee grievances.
 - If the grievance is not resolved, the supervisor shall inform the employee of the time limits and procedures for filing a formal grievance.

FORMAL GRIEVANCE RESOLUTION PROCESS:

A formal grievance may be filed NLT 15 calendar days after the conclusion of the informal process if the issue(s) is/are not resolved, if management's time limits have expired, or if the employee elects to bypass

the informal process. **All formal grievances should initially be forwarded through the CPF. The CPF will forward the grievance to the appropriate deciding official.**

- Formal grievances must be in writing and should be addressed to the appropriate deciding official as identified below:
 1. Employees assigned to the 435th Air Base Wing or 86 Airlift Wing should address a formal grievance to the respective Group Commander through 435 MSS/DPCE, Unit 3220, Box 365, APO AE 09094-0365.
 2. Employees assigned to the 435th Air Base Wing or 86 Airlift Wing staff offices who are not a part of a subordinate Group should address a formal grievance to respective DS through 435MSS/DPCE, Unit 3220, Box 365, APO AE 09094-0365.
 3. Employees assigned to HQ USAFE should address a formal grievance to the appropriate director or designee through 435 MSS/DPCE, Unit 3220, Box 365, APO AE 09094-0365.
 4. Employees assigned to GSU's or tenant organizations should address a formal grievance to the appropriate commander through 435 MSS/DPCE, Unit 3220, Box 365, APO AE 09094-0365.
 5. Grievances concerning career program issues should be addressed to the appropriate career program through 435 MSS/DPCE, Unit 3220, Box 365, APO AE 09094-0365.
- The formal grievance must contain the following information:
 1. Sufficiently detailed statement of the specific issue(s) and personal relief sought.
 2. Copies of any related documents the employee wishes to be considered.
 3. The name, address, and telephone number of designated representative (if any).
 4. A statement that the employee has not filed an appeal or complaint on the same issue(s) in any other appellate or complaint system or with any other agency.
 5. Copies of documentation from informal grievance and/or statement of attempts to resolve issue(s) informally.
 - The deciding official determines disposition of issue(s), the means of investigation, whether to allow a representative, and the use of official time. The deciding official issues a written decision as soon as possible, but normally NLT 60 days from the filing of the formal grievance. The deciding official may extend time frames. If extensions are used, a decision must be issued NLT 90 days from the filing date or 120 days if a third party fact-finder is utilized (i.e., an examiner from the Office of Complaints Investigation).
 - Decisions under the AGS are final. However, employees may request a review of a decision to reject, cancel, or otherwise terminate a grievance without a decision on its merits; or a decision that did not grant the relief sought when the grievance involved a suspension without pay.

Advice and assistance may be obtained by contacting your Human Resources Specialist (Employee Relations), Ramstein AB Civilian Personnel Flight, DSN 480-2008 or 2196.

435 MSS/DPCE Unit 3220 Box 365 APO AE 09094 Ramstein AB Germany
Building 2120 Phone: 480-2196 Fax: 480-7054
Web Page Address: <http://www.ramstein.af.mil/435mss/cpo>

REFERENCES

- AFI 36-1001: Managing the Civilian Performance Program
 - Table 2.2: Annual Performance
 - Table 2.3: **Management responsibilities when an employee changes positions.**
 - If the employee moves within the Air Force from 1 Apr to 1 Jan, the losing supervisor prepares the information concerning performance and forwards it to the new supervisor and the new supervisor renders the appraisal at the end of the annual cycle.
 - If the employee moves within the Air Force from 2 Jan to 31 Mar, the losing supervisor renders an annual rating of record and the losing organization pays the approved award.
 - Table 2.4: **Management responsibilities when supervisor departs**
 - If the supervisor departs between 02 Apr and 31 Dec then the departing supervisor prepares information concerning performance and leaves it and performance plan for new supervisor.
 - If the supervisor departs between 02 Jan and 31 Mar and supervised employee fewer than 90 days then the reviewing official prepares the annual rating of record with input from the departing supervisor.
 - If the supervisor departs between 02 Jan and 31 Mar and supervised employee for 90 days or more then departing supervisor prepares annual rating of record and leaves it for processing by reviewing official.
- AFI 36-1003: Civilian Appraisal Impact on Mission Accomplishment Statements
- PERMISS: Civilian Areas, Employee-Management Relations (<http://www.afpc.randolph.af.mil/permiss>)
- 5 CFR 43, Performance Management
- AF Instruction/Form website: <http://afpubs.hq.af.mil>

Notes: